



PMF

Report designed for

John Jones – As Manager

Sally Sample – As Employee

Profiles Managerial Fit™

Manager Report

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Contact:

PDServices

www.PDServices.com

740-397-4928

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Introduction

This report is provided with two purposes in mind.

- 1. Management fit with existing employee.**
- 2. Managerial fit with prospective employee.**

This report is written as though the candidate is an employee.

This report is designed to provide information concerning your compatibility with Sally as your employee. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

Employees have unique training and developmental needs that are largely driven by a specific job, the employee's current level of competency, and how they prefer to be managed. Managers also have a preferred style of supervising and developing their staff. Some managers are more involved while others are more hands-off. How well these employee/manager styles mesh together is referred to as Managerial Fit. For example, a manager who is constantly coaching, remains actively involved in the planning process and wants frequent progress reports, is going to demotivate a normally proactive, but highly independent subordinate. However, a subordinate who wants coaching and direction and a reasonable degree of follow-up is going to find this type of manager ideal. On the other hand, a hands-off manager will frustrate someone who needs a great deal of coaching, support and training.

When the manager's style meshes well with the employee's management needs, the performance of both improves. A mismatch brings them both down. From a hiring standpoint it's important to address Managerial Fit during the assessment process. Understanding the concept after the person is hired, even if there isn't a perfect fit, will present an opportunity to improve team performance, reduce turnover and prevent the need for hiring unnecessary replacements.

This report measures the degree of Managerial Fit and the likelihood that the manager and the person being evaluated will be able to effectively work together.

This Profiles Managerial Fit Report consists of:

- Profiles Summary
- Summary Graph
- Working Together
- Action Steps

This Manager's Report displays the score ranges obtained for you (as Manager) and Sally (as Employee). This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with Sally.

Profiles Summary

You and Sally Sample are unique individuals who bring your own characteristics to the work place. Should you supervise Sally, an awareness of these characteristics will help you understand how she might respond to your managerial style and will allow you to appreciate the need for treating her as an individual. This consideration will describe your potential working relationship with her. While the following pages will consider in detail this potential working relationship with Sally, below is an overview of both.

You – As Manager

- You focus on critical deadlines and timely results and have a need to make decisions as quickly as possible.
- You are readily decisive, quick to act, and comfortable with positions that require immediate action.
- You can become defensive whenever someone tries to take advantage of you.
- You take on new developments independently, bringing in others only when absolutely necessary.
- You will generally use a more intellectual approach in making judgments, trusting logic to resolve issues.
- You are generally adaptive in the intellectual sense.
- You are typically quick in communicating correct conceptual solutions to problems.
- You may not have had many recent opportunities to use numbers in work but should be able to complete mathematical tasks with little difficulty.

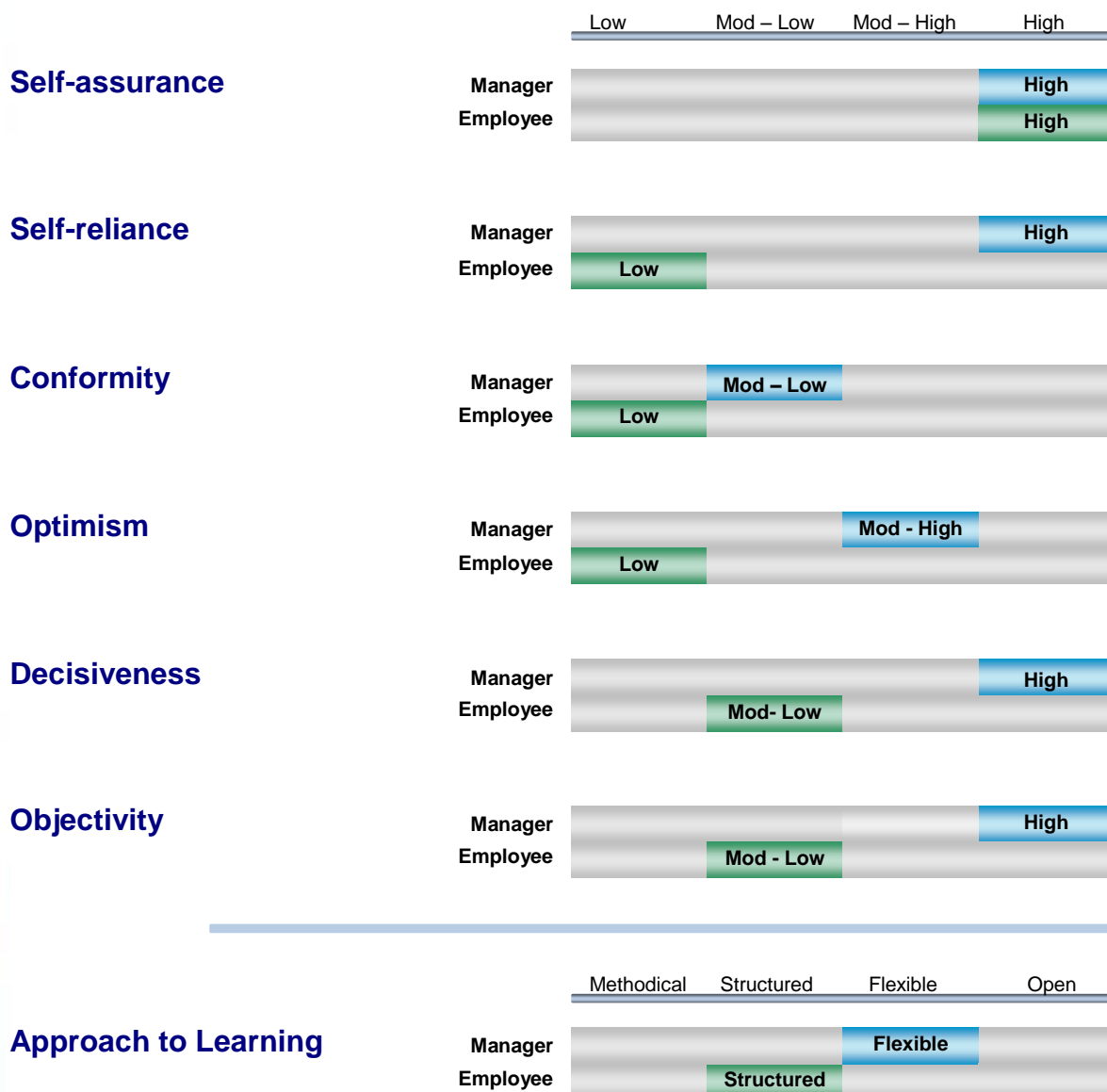
Sally Sample – As Your Employee

- Sally focuses on gathering all the facts before making a decision. This may cause some difficulties when she needs to make decisions to meet a deadline.

- Sally relates to authority in a cautious manner and is willing to question a policy that seems wrong in her judgment.
- She may occasionally express a need for approval from you to confirm she is on the correct course with her work.
- Sally can become defensive whenever someone tries to take advantage of her.
- Her judgments will reflect a level of comfort with her intuition.
- Sally generally prefers a structured approach for learning new information.
- She appreciates adequate time to study information when learning new material.

Summary Graph

The results for you and Sally are shown for each of the 7 scales. For the first 6 scales (Behavioral) the scores range from Low to High. For the 7th scale (Approach to Learning), the results range from Methodical to Open. Further explanation of each score is provided on the subsequent pages of this report.



Working Together

Presented here are the results for you and Sally with commentary on their relationship with one another. This information will assist you in understanding this possible relationship as well as share with you potential positive steps to improve it. Remember, when you are informed in advance about a potential working relationship with another and you can consider individual differences, you can better understand how you will work together and how you might incorporate this information into the working relationship.

Self-assurance

One's level of influence/assertiveness toward another person or group. It may be associated with the level of self-confidence.



Your level of self-assurance may come across to some as threatening and Sally will likely take it as a challenge due to her equally high score. You may experience difficulty and frustration working with Sally because of your shared desire to assert yourselves more than accepting the ideas of others. Being likeminded can be an advantage as long as you ensure your goals are the same.

Even when you and Sally agree on a course of action, before you act you should step back and consider whether there are alternative ideas from others that should be considered.

Self-reliance

The desire to work free from the constraints of other people; to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.



Her Self-reliance score suggests she requires more supervision and direction than you may be ready to provide. Your result places you at the other end of this characteristic. It may be difficult for you to appreciate how much she values close supervision.

Since she does exhibit at least a willingness to work somewhat autonomously, you should look for assignments that allow Sally to practice using her own resources to find solutions. When she is successful, you should reinforce her behavior.

Conformity

The desire to work free from the constraints of other people; to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.



Sally may pose some managerial problems due to her preference for working in a free environment which allows unchecked questioning and criticism of organizational protocol. She may tend to disrespect authority and be extreme in her questioning of policies when compared to your more moderate level of compliance.

You also tend to be opposed to too many restrictions. However, you should communicate the importance of some direction and authority to Sally for efficient organizational operation. You should also impress upon her the importance of following company protocol and only questioning authority when absolutely necessary.

Optimism

The acceptance of the motives of another person or group. It relates to the tendency to believe things will have a positive outcome.



Her skeptical attitude may cause some challenges for you as her manager. While maintaining an empathetic manner, confront her on alternative solutions and in what way she will contribute to the group's success. Your example of careful optimism may help Sally adapt to your style of leadership.

While you are not overly trusting, Sally will tend to be very skeptical about any group participants. You should work with her and help her understand the need for a more trusting attitude.

Decisiveness

Relates to the capacity a person has for accepting the risk associated with making a timely decision based on available information. It may be seen as the willingness to act with limited information.



Your quick and less guarded style of decision making may clash with her somewhat more careful behavior. Her relatively high need for supporting information when making decisions may conflict with your less investigative nature.

While Sally approaches most decisions with careful consideration of available information, she does not linger on data without accepting some risk and making the decision in a timely fashion. You, on the other hand, most often make decisions with little, or no, regard for the need for additional data. You may find it advantageous to temper your style and try a more moderate approach.

Objectivity

The level at which one uses logic and reason more than intuition to solve problems. It is seen as a person's need to have objective facts before taking action.



Your comfort with making decisions based on logical analysis of information is different than the more intuitive approach typical of Sally. While you need a great deal of information upon which to base your decisions, she is likely to follow a hunch to determine the action necessary.

This difference between you and Sally represents an opportunity for you both to learn the value of a different approach to problem solving. You should appreciate that even though Sally is using her intuition for some decisions, this does not mean the decisions are incorrect.

Approach to Learning

An indication of the preferred approach to learning new information. While some prefer a structured approach, others prefer a more flexible approach.



You are above average in both verbal and numerical abilities. You should be aware some subordinates may not share these capabilities. You tend to be comfortable with either verbal or numerical information.

While you effectively use words in communicating with others, Sally tends to have a little more trouble with verbal information.

You enjoy an above average capability with numbers, however, with her low average result, Sally may find using numbers as a source of information more of a challenge.

Sally tends to be willing to learn new ideas and processes when absolutely necessary and under structured conditions. You, on the other hand, are somewhat more flexible in your learning style in that you enjoy discovery and find it natural for you much of the time. While she may wait until she needs change to learn new things, you will often pick new ideas up from your environment.

You should take your time when presenting new data to her, getting frequent feedback to ensure she is following your more flexible style.

Action Steps

The information in this report will greatly help you manage several important areas:

- Selection and Hiring
- Team Building
- Managerial Fit with your new employees or your existing employees

With this information you will have a greater understanding about your fit in a supervisory role with Sally. This will help you as you work with Sally and allow you to expand your working relationship with her. Here are some additional points for your consideration:

1. Remember, for a manager, information is powerful. The more you understand the people, with whom you work, the more effective you will be as a manager and the greater their performance.
2. Set up all your direct reports to take the Profiles Managerial Fit assessment. This will enable you to enhance your effectiveness with each individual.
3. When potential conflicts or issues are identified in this report you should develop a plan to work through them. Keep an eye open for difficulties and act before they develop into real problems.
4. An effective approach to increase your employees' discretionary effort is to help minimize their stress, frustration, and conflict.